utilised by the ONGC and Oil India Limited for various exploratory operations such as seismic surveys (processing of data), drilling, allied services, etc. from time to time as per their requirements.

Development of unique work culture by Maruti worker/management relations

2554. SHRIMATI RENUKA CHOWDHURY : Will the Minister of INDUSTRY be pleased to state :

(a) whether Maruti have developed a unique work-culture and if so, full details thereof and the gains made in productivity and labour/worker/management relations as reported in the Economic Times of 9th October, 1986;

(b) whether Government propose to introduce similar work-culture in other public sector undertakings and for this purpose propose to put the top management in charge of SCOPE and BPE at the earliest; and

(c) whether his Ministry also propose to adopt this Work-culture and know-how and extend it to all its subordinate offices ?

THE MINISTER OF STATE IN THE DEPARTMENT OF PUBLIC ENTERPRISES IN THE MINISTRY OF INDUSTRY (PROF. K. K. TEWARY) : (a) Maruti Udyog Ltd. has developed a work-culture emphasising professionalism, efficiency, productivity and creating team working. The main elements of the work-culture of Maruti are given in the enclosed statement (*See* below) :

(b) Each Public Sector Undertaking adopts a work-culture according to its own circumstances and requirements.

(c) No, Sir.

Statement

1. Efforts to treat all employees equally and to uphold the dignity of the individual. Practices instituted towards this ideal include :

—common uniform for all including the Chief Executive.

—all employees eat the same food in the same canteen.

—common transport from home to factory.

—common offices—open space same space for all, no separate cabins for managers.

—common toilets

—company's personnel policies try to minimise differentiation among different levels of employees.

2. Management practices what they preach. The same rules apply to all. Thus even top management members have to punch time-cards on arrival everyday, observe the same lunch hours etc.

3. Participative management and emphasis on information sharing with all. Decisions are taken after wide ranging discussions.

For example a Sahyog Samiti, representing employees from all levels and across all functional areas has been constituted. This provides a forum in which policies and plans which may affect all employees are discussed before a decision is taken on them. Consultations with the Union on a regular basis.

Quality circles have been introduced and 800-1000 suggestions are introduced and received every month from about 2700 employees. One third of these are implemented.

4. Making employees feel that the Company cares for them

—Opportunities for fast growth for capable persons.

—simplification of procedures for availing of medical reimbursement, personal loans, transport reimbursement etc.

—colleagues give a hand on occasions such as widdings, birth of children bereavements etc.

—role of department manager as a mentor and guide.

5. Labour management relations

—problem solving approach rather than confrontational attitude.

—internal union, all members as well as leadership being Maruti employees.

6. Emphasis on punctuality and attendance

—employees reach factory before shift starting time

—work on the shop floor begins and ends exactly on time

—attendance level average of 93% achieved.

The Results :

The attention Maruti has given to nurturing of a healthy work culture has enabled the Company to achieve excellent results as follows :

1. A production level equivalent to 100 per cent capacity utilisation has been achieved in 1986-87 as against the original target of 1988-89.

2. Production targets have been exceeded by 11.9 per cent in 1984-85 and 29 per cent in 1985-86.

3. Annual vehicle production per employee was 20.2 in 1985-86 and is expected to be around 27.5 this year. This compares to a level of about 2 prevailing in India.

4. Value added per employee was Rs. 2.4 lakhs in 1985-86.

5. Labour morale has consistently been high.

Sick industrial units in Orissa

2555. SHRI BASUDEB MOHAPATRA: Will the Minister of INDUSTRY be pleased to state :

(a) whether Government have made any survey recently to assess the viability of sick industrial units in the State of Orissa;

(b) if so, what are the results of the survey made; and

(c) whether Central Government have released any financial assistance to such sick industries of the State; if so, how much amount has been given so far to each industry ?

THE MINISTER OF STATE IN THE DEPARTMENT OF INDUSTRIAL DEVELOPMENT IN THE MINISTRY OF INDUSTRY (SHRI M. ARUNACHALAM) : (a) and (b) No, Sir.

(c) Central loan assistance of Rs. 8 lakhs and Rs. 5 lakhs has been given in 1983-84 and 1984-85 respectively for revival of sick small scale units in Orissa, under the margin money scheme. In addition, banks and financial institutions assist sick units in all States including Orissa with a view to restoring their health.

Price control of drugs

@2556. SHRI KALPNATH RAI : Will the Minister of INDUSTRY be pleased to state :

(a) whether any regulations are in force to control the prices of drugs;

(b) if so, the details of the same; and

(c) whether there is a machinery to see that the above regulations are strictly enforced ?

THE MINISTER OF STATE IN THE DEPARTMENT OF CHEMICALS AND PETRO-CHEMICALS IN THE MINISTRY OF INDUSTRY (SHRI R. K. JAICHANDRA SINGH) : (a) and (b) Prices of bulk drugs and formulations specified in the Drugs (Prices Control) Order, 1979 are controlled under the provisions of the said Order which has been issued under the Essential Commodities Act.

(c) The provisions of the Order are enforceable by the officers of the Central

@Previously unstarred Question 2131 transferred from the 26th November, 1986.